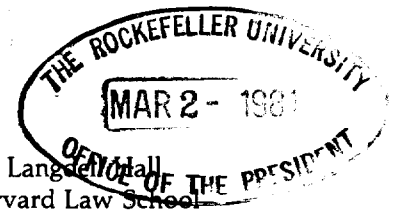


# THE HEALTH EFFECTS INSTITUTE

Archibald Cox  
Chairman  
Donald Kennedy  
President

353 Langdell Hall  
Harvard Law School  
Cambridge, Massachusetts 02138  
617-495-3133



February 26, 1981

Joshua Lederberg, Ph.D.  
President  
The Rockefeller University  
1230 York Avenue  
New York, New York 10021

Dear Josh:

I write to solicit your help in selecting outstanding scientists to help us in the leadership of a new venture that will, I am certain, meet a significant policy objective in improving the quality of health regulation in the United States.

With the cooperation of the Environmental Protection Agency and members of the automotive industry, we have formed an institution called the Health Effects Institute. Its purposes are fully set forth in the attached description. Stated briefly, they are to provide for the development of data on the health effects of mobile source emissions that will be of high quality and credibility. Archibald Cox, Carl M. Loeb University Professor at Harvard, William O. Baker, retired Chairman of Bell Laboratories and Chairman of the Board of Rockefeller University, and I have agreed to serve as Directors of the Institute. With the guidance of a Health Research Committee and a small administrative staff, the Institute will establish research priorities and a program, and arrange for the conduct of studies. The results will be subjected to review through a second committee, the Health Review Committee. A start-up budget for fiscal year 1981-82 will be about \$3.5 million, and we expect that at equilibrium annual expenditures of between \$10 and \$15 million are probable. Commitments made in advance by the industry and the EPA have guaranteed the first year's budget, and make the equilibrium projection seem entirely realistic.

We have been fortunate to persuade Charles Powers to become the Institute's first Executive Director. He has played an uniquely valuable role in developing the idea of the Institute and gathering support for it, drawing on earlier experience as Associate Professor of Social Ethics at Yale and Vice President for Public Policy at Cummins Engine Company. Dr. Powers will direct the work of the Institute's staff.

I am convinced that an independent institution of this kind, with respected public leadership and strong scientific support, can provide a model for the solution of a host of difficult and vexing problems in health regulation. For that reason I am personally heavily committed to its success. Obviously, however, that success will depend primarily on the quality of the scientific advice and management we can guarantee for the new Institute. For that reason, I am asking a few academic and scientific leaders for help in identifying and recruiting:

February 26, 1981  
Page Two

- o Members of the Health Research Committee and the Review Committee. These should be accomplished, productive scientists. Some could well function as "generalists" on the committees, since the capacity to select strong programs or to evaluate research quality is often not constrained to specific fields. But the majority, we expect, will be chosen from the disciplines of toxicology, epidemiology, biostatistics, pharmacology, physiology, other health sciences, physical/organic chemistry, and engineering;
- o Members of the scientific staff. A very small but important full-time staff at the Institute, under Dr. Powers' direction, will prepare for and assist the work of the committees and monitor the progress of work under contract. The function of these staff members would be rather like that of NAS/IOM/NAE staff. We would hope to attract two or three able scientists from the disciplines of epidemiology, toxicology, or related fields who have an interest in policy matters.

I hope you will be willing to give some thought to identifying candidates for these positions and consulting with colleagues if that will be helpful. If you need further information or have suggestions to pass on immediately, please call me at (415) 497-2481.

Thanks very much for your help.

Sincerely yours,



Donald Kennedy  
President